



**306<sup>th</sup> MI Bn**

**NCOER**



## **Preparation Guide**



## **Point of Contact**



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# 306<sup>TH</sup> MILITARY INTELLIGENCE BATTALION

## NCOER EVALUATION REPORT PREPARATION GUIDE

1. PURPOSE: To provide a step-by-step guide for preparing Noncommissioned Officer Evaluation Reports (NCOER) that will, in most cases, eliminate the need to refer to the more complicated governing Army Regulation, AR 623-205. This guide also focuses on performance counseling and considers several of the unique aspects of preparing NCOERs.
2. APPLICABILITY: This guide applies to all NCOs, officers, and civilians who rate and senior rate Noncommissioned Officers.
3. SUGGEST IMPROVEMENTS: The proponent of this guide is the 306<sup>th</sup> MI Bn Command Sergeant Major, Fort Huachuca, AZ 85613-6000. Users are invited to send comments and suggested improvements to the CSM.
4. CONTENTS: This guide is organized to provide instructions for preparing NCOER based on the five parts of the NCOER.
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# CHAPTER 1 – PERFORMANCE COUNSELING

## **PERFORMANCE COUNSELING**

*To stimulate leadership development, increase competence, teach, and reinforce Army values and standards.*

1. Face-to-face performance counseling between the rater and the rated NCO is accomplished in order to improve performance and professionally develop the rated NCO. It is the process by which the rater develops and communicates performance standards at the beginning of the rating period (within the first 30 days) and discusses progress toward meeting these standards at least quarterly during the rating period. The goal is to get all NCOs to be successful and meet standards.
  - a. The best counseling is always looking forward. It does not dwell on the past and what was done, rather on the future and what can be done better.
  - b. Counseling at the end of the rating period is too late since there is not time to improve before evaluation.

## **COUNSELING CHECKLIST**

*“Has information needed to counsel”*

2. The NCO Counseling Checklist/Record is designed to be used with the NCOER as a sole source counseling support document. It contains just about all the information necessary to prepare for and conduct a counseling session. It also provides a place to record the results. Its use is required for counseling all CPLs and NCOs.
  - a. The rater keeps on checklist for each rated NCO until after the end of the rating period.
  - b. At first glance, the checklist appears long; however, most of it is reference material concerning the “what” of counseling, the Army values, and NCO responsibilities. The NCO Counseling Checklist / Record contains good information, but it must be read to be effective.
3. Raters and other members of the chain of command are authorized and encouraged to periodically check to ensure that counseling is being done. Senior raters should routinely ask to have the counseling packet accompany the NCOER. **Reminder, it is the senior rater who obtains the rated NCO’s signature on the NCOER.**

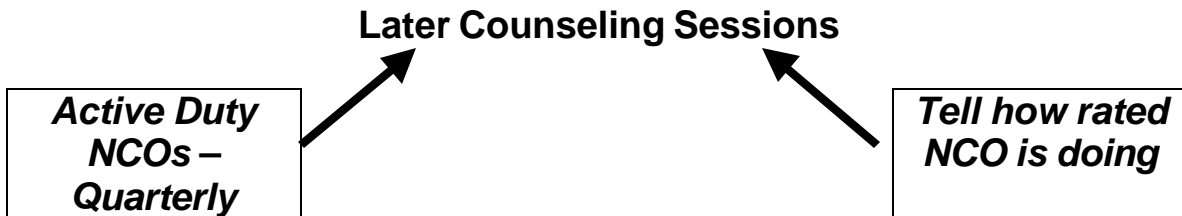
*How to plan and conduct performance counseling  
using the Counseling Checklist / Record  
(DA Form 2166-7-1)*

## **Counseling Checklist / Record – Pages 1 & 2**

- Step-by-step checklists for rater on “How To” plan and conduct:



Rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of the values and responsibilities contained on the NCOER, explains the standards for success, records key points discussed and obtains the rated NCO's initials.



Rater updates the duty description and based on observed action, demonstrated behavior and results, discusses what was done well and what could be done better, records key points discussed, and obtains the rated NCO's initials.

- Counseling Record – Place to Record:
  - Counseling dates
  - Key points made
  - Rated NCO's initials
- Breakdown of duty description on NCOER

***Rater must start counseling by  
showing a copy of the duty  
description***

## NCO COUNSELING CHECKLIST/RECORD

For use of this form, see AR 623-205; the proponent agency is DCSPER

NAME OF RATED NCO	RANK	DUTY POSITION	UNIT
Last, First MI	SGT	Operations and Training NCO	HQ Co, 306th MI Bn

**PURPOSE:** The primary purpose of counseling is to improve performance and to professionally develop the rated NCO. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation.

### RULES:

1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers.
2. This form is for use along with a working copy of the NCO-ER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs, CPL thru SFC/PSG, and is optional for counseling other senior NCOs.
3. Active Component. Initial counseling must be conducted within the first 30 days of each rating period, and at least quarterly

### CHECKLIST - FIRST COUNSELING SESSION AT THE BEGINNING OF THE RATING PERIOD

#### PREPARATION

1. Schedule counseling session, notify rated NCO.
2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCO-ER, and the names of the new rating chain.
3. Update duty description (see page 2).
4. Fill out rating chain and duty description on working copy of NCO-ER. Parts II and III.

5. Read each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on page 3 and 4 of this form.

6. Think how each value and responsibility in Part IV of NCO-ER applies to the rated NCO and his/her duty position.

Note: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in the accomplishment of the mission and that can include peers and superiors. It also can be applied directly to additional duties and other areas of Army community life. Individual training is the responsibility of all NCOs whether or not there are subordinates. Every NCO knows something that can be taught to others and should be involved in some way in a training program.

7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on pages 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected.

#### COUNSELING

1. Make sure rated NCO knows rating chain.
2. Show rated NCO the draft duty description on your working copy of the NCO-ER. Explain all parts. If rated NCO performed in position before, ask for any ideas to make duty description better.
3. Discuss the meaning of each value/responsibility in Part IV of NCO-ER. Use the trigger words on the NCO-ER, and the expanded definitions on pages 3 and 4 of this form to help.
4. Explain how each value/responsibility applies to the specific duty position by showing or telling your standards for success (a meets standards rating). Use examples on pages 3 and 4 of this form as a start point. Be specific so the rated NCO really knows what's expected.
5. When possible, give specific examples of excellence that could apply. This gives the rated NCO something special to strive for. Remember that only a few achieve real excellence and that real excellence always includes specific results and often includes accomplishments of subordinates.
6. Give rated NCO opportunity to ask questions and make suggestions.

#### AFTER COUNSELING

1. Record rated NCO's name and the counseling date on this form.
2. Write key points made in counseling session on this form.

### CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD

#### PREPARATION

1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished
2. Look at working copy of NCO-ER you used during last counseling session.
3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed.
4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and
5. Look over the notes you wrote down on page 2 of this form about the last counseling session.

6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results).

7. For each value/responsibility area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better?

8. Make notes in blank spaces in Part IV of NCO-ER to help focus when counseling. (Use new NCO-ER if old one is full from last counseling session).

9. Review counseling tips in FM 22-101.

**COUNSELING**

1. Go over each part of the duty description with rated NCO. Discuss any changes, especially to the area of special emphasis.

2. Tell rated NCO how he/she is doing. Use your success standards as a guide for the discussion (the examples on pages 3 and 4 may help). First, for each value/responsibility, talk about what has happened in response to any discussion you had during the last counseling session (remember, observed action, demonstrated behavior and results). Second, talk about what was done well. Third, talk about how to do better. The goal is to get all NCOs to be successful and meet standards.

3. When possible, give examples of excellence that could apply. This gives the rated NCO something to strive for, REMEMBER, EXCELLENCE IS SPECIAL, ONLY A FEW ACHIEVE IT!

4. Ask rated NCO for ideas, examples and opinions on what has been done so far and what can be done better. (This step can be done first or last).

**AFTER COUNSELING**

1. Record counseling date on this form.
2. Write key points made in counseling session on this form.
3. Show key points to rated NCO and get his initials.
4. Save NCO-ER with this checklist for next counseling session. (Notes should make record NCO-ER preparation easy at end of rating period).

**COUNSELING RECORD**

DATE OF COUNSELING	RATED NCO's INITIALS	KEY POINTS MADE
INITIAL  990825		Discussed principal duties and areas of special emphasis. Prepare for upcoming security inspection. Train subordinates on proper office procedures and get ready for CTT. Appointed duties - TASO, Master Fitness Trainer, Commercial Services Rep, and Contact NCO.
LATER  991123		Office is running smoothly - need emphasis on filing system. Start preparing subordinate for Soldier of the Month Board by conducting mock boards. Commended by Security Inspection team during inspection of classified documents. Concentrate on Command Tasks - too many NO-GOs on practice test. Every soldier must meet all standards to accomplish mission.
LATER  000212		Pick-up additional duty as Postal NCOIC. Continue to work hard on degree - completed 9 semester hours to date. Excellent mentor - subordinate won Soldier of the Month. Keep working on the FY 00 per diem budget. Keep soldiers up to speed on CTT.
LATER  000505		Managed per diem budget with great efficiency - will now start FY 01 per diem budget with fewer dollars. Need to revise Admin SOP. Think of areas that need improvement. Received Certificate of Commendation from Commanding General for excellent admin support provided during Post Exercise.

**DUTY DESCRIPTION (PART III of NCO-ER)**

The duty description is essential to performance counseling and evaluation. It is used during the first counseling session to tell rated NCO what the duties are and what needs to be emphasized. It may change somewhat during the rating period. It is used at the end of the rating period to record what was important about the duties.

**The five elements of the duty description:**

**1 & 2. Principal Duty Title and Duty MOS Code.** Enter principal duty title and DMOS that most accurately reflects actual duties performed.

**3. Daily Duties and Scope.** This portion should address the most important routine duties and responsibilities. Ideally, this should include number of people supervised, equipment, facilities, and dollars involved and any other routine duties and responsibilities critical to mission accomplishment.

**4. Area of Special Emphasis.** This portion is most likely to change somewhat during the rating period. For the first counseling session, it includes those items that require top priority effort at least for the first part of the upcoming rating period. At the end of the rating period, it should include the most important items that applied at any time during the rating period (examples are preparation for REFORGER deployment, combined arms drills training for FTX, preparation for NTC rotation, revision of battalion maintenance SOP, training for tank table qualification, ITEP and company AMTP readiness, related tasks cross-training, reserve components annual training support (AT) and SIDPERS acceptance rate).

**5. Appointed Duties.** This portion should include those duties that are appointed and are not normally associated with the duty description.

# COUNSELING CHECKLIST / RECORD – PAGES 3 & 4

## EXPANDED DEFINITIONS

- Tells what Army expects of its NCOs
- Matches Part IV of NCOER

## EXPANDED DEFINITIONS / SPECIFIC EXAMPLES – Used by Rater for counseling

- Counseling goal is to get all NCOs to be successful and meet standards
  - Bullets under values and **left** side under each responsibility provide a start point for telling the rated NCO what is expected. At the very least, the rater can read or show these examples to the rated NCO. The more confident rater can adjust the examples somewhat to take into account the specific duty position, chain of command emphasis, local situation, etc.
- Excellence
  - Bullets on **right** side under each responsibility are examples of excellence. Excellence is achieved by only a very few as the examples clearly indicate; however, all NCOs should constantly strive to achieve excellence in as many areas as possible. The examples of excellence are used by the rater to discuss the concept with the rated NCO and to offer help in achieving excellence when possible.

## Tips for using the checklist

- Become thoroughly familiar with pages 3 and 4. Follow steps to prepare, conduct, and record counseling. Make notes of key points made during counseling on the checklist and working copy of NCOER.
- Answer these four questions:
  1. Has NCO responded to last counseling?
  2. What has NCO done well?
  3. What could NCO do better?
  4. What have I done to provide the rate NCO the proper resources, time, and counsel?

**REMEMBER that** initial and subsequent counseling which utilizes the mandatory NCO Counseling Checklist, coupled with a “Working Copy” of the NCOER, must be accomplished. These necessary procedures will preclude rating officials from scrambling for bullet comments at the end of a rating period. If you’re doing the counseling properly, you’re writing bullets down each quarter. So when it comes time to do the evaluation, it’s easier, because you’ve gone over the bullets two or three times during counseling. It also diminishes the possibility of generating an unjust, unfair, or administratively incorrect evaluation.



## VALUES/NCO RESPONSIBILITIES (PART IV of NCO-ER)

**VALUES:** Values are what soldiers, as a profession, judge to be right. They are the moral, ethical, and professional attributes of character. They are the heart and soul of a great Army. Part IVa of the NCO-ER includes some of the most important values. These are: Putting the welfare of the nation, the assigned mission and teamwork before individual interests; Exhibiting absolute

obligation and support between those who are led, those who lead, and those who serve alongside; Maintaining high standards of personal conduct on and off duty; And finally, demonstrating obedience, total adherence to the spirit and letter of a lawful order, discipline, and ability to overcome fear despite difficulty or danger.

### Examples of standards for "YES" ratings:

- Put the Army, the mission and subordinates first before own personal interest.
- Meet challenges without compromising integrity.
- Personal conduct, both on and off duty, reflects favorably on NCO corps.
- Obey lawful orders and do what is right without orders.
- Choose the hard right over the easy wrong.
- Exhibit pride in unit, be a team player.
- Demonstrate respect for all soldiers regardless of race, creed, color, sex, or national origin.

**COMPETENCE:** The knowledge, skills and abilities necessary to be expert in the current duty assignment and to perform adequately in other assignments within the MOS when required. Competence is both technical and tactical and includes reading, writing, speaking and basic mathematics. It also includes sound judgment, ability to weigh alternatives, form objective opinions and make good decisions.

Closely allied with competence is the constant desire to be better, to listen and learn more and do each task completely to the best of one's ability. Learn, grow, set standards, and achieve them, create and innovate, take prudent risks, never settle for less than best. Committed to excellence.

### Examples of standards for "Success/Meets Standards" rating:

- Master the knowledge, skills and abilities required for performance in your duty position.
- Meet PMOS SQT standards for your grade.
- Accomplish completely and promptly those tasks assigned or required by duty position.
- Constantly seek ways to learn, grow and improve.

### Examples of "Excellence":

- Picked as SSG to be a platoon sergeant over twelve other SSGs.
- Maintained SIDPERS rating of 98% for six months.
- Scored 94% on last SQT.
- Selected best truck master in annual battalion competition.
- Designated Installation Drill Sergeant of Quarter.
- Exceeded recruiting objectives two consecutive quarters.
- Awarded Expert Infantryman Badge (EIB).

**PHYSICAL FITNESS AND MILITARY BEARING:** Physical fitness is the physical and mental ability to accomplish the mission - combat readiness. Total fitness includes weight control, diet and nutrition, smoking cessation, control of substance abuse, stress management, and physical training. It covers strength, endurance, stamina, flexibility, speed, agility, coordination and balance. NCOs are responsible for their own physical fitness

subordinates. Military Bearing consists of posture, dress, overall appearance, and manner of physical movement. Bearing also includes an outward display of inner-feelings, fears, and overall confidence and enthusiasm. An inherent NCO responsibility is concern with the military bearing of the individual soldier, to include on-the-spot corrections.

### Examples of standards for "Success/Meets Standards" rating:

- Maintain weight within Army limits for age and sex.
- Obtain passing score in APFT and participate in a regular exercise program.
- Maintain personal appearance and exhibit enthusiasm to the point of setting an example for junior enlisted soldiers.
- Monitor and encourage improvement in the physical and military bearing of subordinates.

### Examples of "Excellence":

- Received Physical Fitness Badge for 292 score on APFT.
- Selected soldier of the month/quarter/year.
- Three of the last four soldiers of the month were from his/her platoon.
- As Master Fitness Trainer, established battalion physical fitness program.
- His entire squad was commended for scoring above 270 on APFT.

<p><b>LEADERSHIP:</b> Influencing others to accomplish the mission. It consists of applying leadership attributes (Beliefs, Values, Ethics, Character, Knowledge, and Skills). It includes setting tough, but achievable standards and demanding that they be met; Caring deeply and sincerely for subordinates and their families and welcoming the opportunity to serve them;</p>	<p>Setting the example by word and act/deed; Can be summarized by BE (Committed to the professional Army ethic and professional traits); KNOW (The factors of leadership, yourself, human nature, your job, and your unit); DO (Provide direction, implement, and motivate). Instill the spirit to achieve and win: Inspire and develop excellence. A soldier cared for today, leads</p>
<p><b>Examples of standards for "Success/Meets Standards" rating:</b></p> <ul style="list-style-type: none"> <li>• Motivate subordinates to perform to best of their ability as individuals and together as a disciplined cohesive team to accomplish the mission.</li> <li>• Demonstrate that you care deeply and sincerely for soldiers and welcome the opportunity to serve them.</li> <li>• Instill the spirit to achieve and win; Inspire and develop excellence through counseling.</li> <li>• Set the example: BE, KNOW, DO.</li> </ul>	<p><b>Examples of "Excellence":</b></p> <ul style="list-style-type: none"> <li>• Motivated entire squad to qualify expert with M-16.</li> <li>• Won last three platoon squad inspections.</li> <li>• Selected for membership in Sergeant Morales Club.</li> <li>• Inspired mechanics to maintain operational readiness rating of 95% for two consecutive quarters.</li> <li>• Led his squad through map orienteering course to win the battalion competition.</li> <li>• Counseled two marginal soldiers ultimately selected for promotion.</li> </ul>
<p><b>TRAINING:</b> Preparing individuals, units and combined arms teams for duty performance; The teaching of skills and knowledge. NCOs contribute to team training, are often responsible for unit training (Squads, Crews, Sections), but individual training is the most important, exclusive responsibility of the NCO Corps. Quality training bonds units: Leads directly to good discipline; Concentrates on wartime missions; Is tough</p>	<p>without being reckless; Is performance oriented; Sticks to Army doctrine to standardize what is taught to fight, survive, and win, as small units when AirLand battle actions dictate. "Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates."</p>
<p><b>Examples of standards for "Success/Meets Standards" rating:</b></p> <ul style="list-style-type: none"> <li>• Make sure soldiers- <ul style="list-style-type: none"> <li>a. Can do identified common tasks.</li> <li>b. Are prepared for SQT and Commander's Evaluation.</li> <li>c. Develop and practice skills for duty position.</li> <li>d. Train as a squad/crew/section.</li> </ul> </li> <li>• Identify and recommend subordinates for professional development courses.</li> <li>• Participate in unit training program.</li> <li>• Share knowledge and experience with subordinates.</li> </ul>	<p><b>Examples of "Excellence":</b></p> <ul style="list-style-type: none"> <li>• Taught five common tasks resulting in 100% GO on Annual CTT for all soldiers in directorate.</li> <li>• Trained best howitzer section of the year in battalion.</li> <li>• Coached subordinates to win consecutive soldier of month competitions.</li> <li>• Established company Expert Field Medical Badge program resulting in 85% of all eligible soldiers receiving EFMB.</li> <li>• Distinguished 1 tank and qualified 3 tanks in platoon on first run of tank table VIII.</li> <li>• Trained platoon to fire honor battery during annual service practice.</li> </ul>
<p><b>RESPONSIBILITY AND ACCOUNTABILITY:</b> The proper care, maintenance, use, handling, and conservation of personnel, equipment, supplies, property, and funds. Maintenance of weapons, vehicles, equipment, conservation of supplies, and funds is a special NCO responsibility because of its links to the success of all missions, especially those on the battlefield. It includes inspecting soldier's equipment often, using manual or checklist; Holding soldiers responsible for repairs and losses; Learning how to use and maintain all the equipment soldiers use; Being among the first to operate new equipment; Keeping up-to-date component lists; Setting aside time for inventories;</p>	<p>Knowing the readiness status of weapons, vehicles, and other equipment. It includes knowing where each soldier is during duty hours; Why he is going on sick call, where he lives, and his family situation; It involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; It includes creating a climate which encourages young soldiers to learn and grow, and, to report serious problems without fear of repercussions. Also, NCOs must accept responsibility for their</p>
<p><b>Examples of standards for "Success/Meets Standards" rating:</b></p> <ul style="list-style-type: none"> <li>• Make sure your weapons, equipment, and vehicles are serviceable, maintained and ready for accomplishing the mission.</li> <li>• Stop waste of supplies and limited funds.</li> <li>• Be aware of those things that impact on soldier readiness e.g., family affairs, SQT, CTT, PQR, special duty, medical conditions, etc.</li> <li>• Be responsible for your actions and those of your subordinates.</li> </ul>	<p><b>Examples of "Excellence":</b></p> <ul style="list-style-type: none"> <li>• His emphasis on safety resulted in four tractor trailer drivers logging 10,000 miles accident free.</li> <li>• Received commendation from CG for organizing post special olympics program.</li> <li>• Won the installation award for Quarters of the Month.</li> <li>• His constant instruction on maintenance resulted in six of eight mechanics earning master mechanic badges.</li> <li>• Commended for no APCs on deadline report for six months.</li> <li>• His learn and grow climate resulted in best platoon ARTEP results in the battalion.</li> </ul>

# CHAPTER II – PREPARING A NCOER

## PART I – ADMINISTRATIVE DATA

<b>NCO EVALUATION REPORT</b> For use of this form, see AR 623-205; the proponent agency is DCSPER						SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E.	
PART I - ADMINISTRATIVE DATA							
a. NAME (Last, First, Middle Initial) Last, First MI				b. SSN 123-45-6789		c. RANK SGT	
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND HQ Co, 306th MI Bn, 112th MI Bde, Fort Huachuca, AZ 85613-6000				TRADOC		g. REASON FOR SUBMISSION 02 Annual	
h. PERIOD COVERED		i. RATED MONTHS		j. NON-RATED CODES		k. NO. OF ENCL	
FROM THRU		10		Q			
YY	MM	YY	MM				
99	08	00	07				
				l. RATED NCO COPY (Check one and Date)		m. PSC Initials	
				1. Given to NCO		n. CMD CODE	
				2. Forwarded to NCO		TC	
						o. PSC CODE	
						TD25	

Item

- a. NAME: Enter Last name, first, MI
- b. SSN:
- c. GRADE (capital letters). Enter the three-letter abbreviation for the NCO's military rank, not pay grade (e.g., SSG, SFC, MSG, SGM). The administrative data on the NCOER of NCOs frocked to 1SG, SGM, or CSM will reflect the rank, date of rank, and primary MOSC held prior to the frocking action. However, in addition to the NCO's rank in Part 1c, enter the appropriate frocked rank in parenthesis immediately following the rank entry. The entries are SFC (1SG), MSG (SGM), or MSG(CSM).
- d. DATE OF RANK: Enter the six-digit date of rank in the year-month-day (yyymmdd) format (e.g. 990801)
- e. PMOSC: Enter PMOS Code in 5, 7, or 9 digits. The nine digit Primay MOS Code is preferred and is entered in the following manner:
  - (1) Digits 1-3 – Primary MOS
  - (2) Digit 4 – Skill Level: 2 = SGT, 3 = SSG, 4 = SFC, 5 = MSG/1SG/SGM
  - (3) Digit 5 – Highest Level of SQI or capital letter "O" if no SQI awarded
  - (4) Digits 6-7 – Most recently awarded ASI or numbers "00" if no ASI awarded
  - (5) Digits 8-9 – Language identifier code or capital letter "OO" if not a linguist
- f. UNIT, ORGANIZATION, STATION, ZIP CODE OR APO AND MAJOR COMMAND: Enter the rated NCOs unit, organization, zip code or APO and major command in that order. Examples:

HQ Co, 306<sup>th</sup> MI Bn, 112<sup>th</sup> MI Bde, Fort Huachuca, AZ 85613-6000 TRADOC  
 A Co, 306<sup>th</sup> MI Bn, 112<sup>th</sup> MI Bde, Fort Huachuca, AZ 85613-6000 TRADOC

- g. REASON FOR SUBMISSION: Enter the appropriate report code in the left-hand portion of the block and the type of report title in the right-hand portion of the block. Examples:

<b><u>Code</u></b>	<b><u>Type of Report Title</u></b>
02	Annual
03	Change of Rater
04	Complete the Record
05	Relief for Cause
07	Change of Rater (see note below/MILPER message 99-079)

Whenever a soldier departs for an undetermined amount of time, that you the rater are unsure of whether or not the period will exceed 90 days, do a change of rater report. For example, a soldier is on Special Duty (SD) for a two to six month period. In addition, the soldier will not be responsible to the rater during the SD period. The soldier is performing duties not related to his/her primary duties, the soldier is not responsible to the parent organization, and there is a chance he/she will be gone for more than 90 days. If the soldier remains responsible to his/her rating chain, no NCOER is necessary, even if the period of SD exceeds 90 days.

**Code 07:** As an exception to policy, a 60 day optional NCOER can be authorized upon request for NCOs deployed in the contingency area of operations. AR 623-205 does not contain instructions on 60 day optional NCOERs. Therefore, if submitted, the NCOER will be prepared IAW para 5-27, AR 623-105. These NCOERs will use the temporary submission code of "07" in Part 1g. This code is not found in AR 623-205. The reason for submission is "Change of Rater." (see MILPER message 99-079 for this exception.)

- h. **FROM DATE:** Enter the beginning date in the boxes using two-digit numerical identifiers for year and month (e.g. 99 08 represents August 1999). The beginning month is always the month following the ending month of the last report, except for reports rendered in the following situations: An NCOs first report period begins on the effective date of promotion to Sergeant, reversion to NCO status after serving as a commissioned or warrant officer for 12 months or more, or reentry on active duty after a break in service of 12 months or more, or the date of the ABCMR memo which approves reinstatement of a promotion. IF YOU ARE UNSURE OF THE ENDING DATE OF THE RATED SOLDIERS LAST REPORT, CALL YOUR NCOER EVALUATIONS SECTION OR THE EREC INTERACTIVE VOICE RESPONSE SYSTEM AT DSN 221-3732. THE EASIEST WAY TO CHECK THE ENDING MONTH OF THE LAST NCOER IS TO VISIT THE FOLLOWING WEB SITE – <http://www.erec.army.mil/wrs/>

**THRU DATE:** Enter the ending date, using two-digit numerical identifiers for year and month (e.g. 00 07 represent July 2000) The "THRU DATE" for a Change of Rater NCOER will always be the same month that corresponds with events that cause the Change of Rater report.

Example: A soldier departs on permanent change of station on 5 June. Even though the individual started clearing near the end of May, the “THRU DATE” for the report is still (00 06). However, the month of June will be a non-rated month. Computation of rated / non-rated months is explained below.

i & j. **RATED MONTHS:** Determine the beginning month, which is always the month following the ending month of the last report (except for an NCOs first report). Identify the ending month, which is the month of the event that generates the report regardless of when the event occurs during that month. Total the months. Compute non-rated months as follows:

(1) Determine the total days in the report period during which the NCO was in a non-rated status and the appropriate code for the non-rated time, i.e.:

Table 2-1 Reasons and definitions for nonrated periods	
<b>Reason Code: A</b>	<b>Definition:</b> AWOL/Desertion
<b>Reason Code: B</b>	<b>Definition:</b> Break in active enlisted service of 12 months or less (see c below)
<b>Reason Code: C</b>	<b>Definition:</b> Confinement in a military or civilian detention facility; assignment to Military Personnel Control Facility; or assignment to Correctional Training Facility
<b>Reason Code: D</b>	<b>Definition:</b> Temporary disability retirement list (TDRL) status (see d below)
<b>Reason Code: I</b>	<b>Definition:</b> In transit between duty stations, including leave, and temporary duty (TDY).
<b>Reason Code: M</b>	<b>Definition:</b> Missing in action
<b>Reason Code: P</b>	<b>Definition:</b> Patient (including convalescent leave)
<b>Reason Code: Q</b>	<b>Definition:</b> Lack of rater qualification
<b>Reason Code: R</b>	<b>Definition:</b> New Recruiter Program (see AR 601-1)
<b>Reason Code: S</b>	<b>Definition:</b> Student at a military service or civilian school (para 2-4).
<b>Reason Code: T</b>	<b>Definition:</b> TDY or special duty (SD) other than to attend school or compassionate reassignment (para 2-4).
<b>Reason Code: W</b>	<b>Definition:</b> Prisoner of war
<b>Reason Code: Z</b>	<b>Definition:</b> None of the above. This code will also be used when there is a nonrated period of less than 12 months resulting from reduction to a rank below SGT (see c below) or when a previous command did not render an NCO-ER.

(2) Convert the total non-rated days to non-rated months:

Table 2-2 Computation of Nonrated Months	
Total nonrated Months: 15 days or less	Nonrated Months: 0
Total nonrated Months: 16 days to 45 days	Nonrated Months: 1
Total nonrated Months: 46 days to 75 days	Nonrated Months: 2
Total nonrated Months: 76 days to 105 days	Nonrated Months: 3
Total nonrated Months: 106 days to 135 days	Nonrated Months: 4
Total nonrated Months: 136 days to 165 days	Nonrated Months: 5

(3) Subtract the non-rated months from the total months. The remainder is the number of rated months during the reporting period. Periods of leave, except when in transit between duty stations and on convalescent leave. Periods of attendance at military or civilian school that represent TDY, SD, or PCS of less than 20 weeks, will be non-rated. Remember, each month of a report period must be accounted for with rated months or non-rated code(s).

- k. ENCL: Enter the number of authorized enclosures, if any, that are being attached and forwarded with the completed NCOER. There are only three authorized enclosures to an NCOER.
- (1) Reviewer's letter of non-concurrence
  - (2) Letter directing a relief for cause initiated by other than the rater or senior rater
  - (3) A letter authorizing a relief for cause to be generated for a period of less than 30 days
- l & m. Enter the code TC. "TC" stands for TRADOC
- n. Enter the code TC. "TC" stands for TRADOC
- o. Enter the code TD25. "TD25" is the code that identifies the Fort Huachuca MILPO Office.

## PART II – AUTHENTICATION

PART II - AUTHENTICATION			
a. NAME OF RATER <i>(Last, First, Middle Initial)</i> Last, First MI	SSN 234-56-7890	SIGNATURE	
RANK, PMOSC/BANCH, ORGANIZATION, DUTY ASSIGNMENT 1SG, 33WSM, HQ Co, 306th MI Bn, 112th MI Bde, Fort Huachuca, AZ 85613-6000 First Sergeant			DATE
b. NAME OF SENIOR RATER <i>(Last, First, Middle Initial)</i> Last, First MI	SSN 345-67-8901	SIGNATURE	
RANK, PMOSC/BANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, MI, HQ Co, 306th MI Bn, 112th MI Bde, Fort Huachuca, AZ 85613-6000 Company Commander			DATE
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).		SIGNATURE	DATE
d. NAME OF REVIEWER <i>(Last, First, Middle Initial)</i> Last, First MI	SSN 456-78-9012	SIGNATURE	
RANK, PMOSC/BANCH, ORGANIZATION, DUTY ASSIGNMENT LTC, MI, HQ Co, 306th MI Bn, 112th MI Bde, Fort Huachuca, AZ 85613-6000 Battalion Commander			DATE
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL <i>(See attached comments)</i>			

a,b,d Enter the rater's, senior rater's, and reviewer's identification. See examples above. The rank portion of a,b,d will contain the appropriate three letter rank abbreviation unless the official is a promotable MSG occupying a SGM position and acting as a reviewer, in which case enter MSGP. When a frocked NCO renders an NCOER as the rater, senior rater, or reviewer, enter the three letter frocked rank (1SG, SGM, or CSM) in the applicable block. A civil service official would be entered as GS- or GM-. For members of the Senior Executive Service, "SES" will be entered in lieu of a grade. Additionally, enter the PMOS for NCOs and MOS for warrant officers. Enter the branch for officers, i.e. "MI", "AG", "CH", "JA".

- The senior rater obtains the rated NCOs signature.
- The reviewer is responsible for rating safeguard and overwatch. If the reviewer determines that the rater and/or senior rater have not evaluated the rated NCO in a clear, consistent or just manner, the reviewer will consult with one or both rating officials to determine the basis for the apparent discrepancy. If the NCOER is subsequently revised to the point that the reviewer no longer disagrees with the evaluation, then the reviewer marks the concur box. If the rater and/or senior rater do not acknowledge a discrepancy and indicate the evaluation is their honest opinion, the reviewer marks the nonconcur box and adds an enclosure that clarifies the situation and renders his or her opinion as to the proper manner of performance and potential. The reviewer will not direct that the rater and/or senior rater change an evaluation believed to be honest. Selection boards continue to comment on the importance of the reviewer's role in addressing rating conflicts.
- Rated NCO's signature means: the NCO has seen the completed report (except part Iid and lie), administrative data is correct (except part Ik through lo), rating officials are proper, NCO is aware of appeals process, duty description is accurate, counseling dates are accurate, APFT and

height/weight entries are correct, and does not constitute a agreement or disagreement with the evaluations of the rater or senior rater.

### PART III – Duty Description

PART III - DUTY DESCRIPTION (Rater)				
a. PRINCIPAL DUTY TITLE Insert NCOs Job Title (ex. Operations and Training NCO/Platoon Sergeant)		b. DUTY MOSC Insert Duty MOS (ex. 98H2O)		
c. DAILY DUTIES AND SCOPE <i>(To include, as appropriate, people, equipment, facilities and dollars)</i> Describe the job the NCO does; the beginning of the description starts with a capital letter; all subsequent duties are separated by a semi-colon and begin with a small letter; MOS code in admin data is 9 digits; if the individual has an SQL, for instance an H identifier for instructor, it goes in the 5th space; if they do not have an SQL, a capital O goes in the 5th space; if the individual has an ASI it goes in the 6th and 7th space; no ASI, the 6th and 7th space get a number 0; if the individual has a language id, it goes in the 8th and 9th, otherwise capital O.				
d. AREAS OF SPECIAL EMPHASIS Insert special things you want the individual to focus on during the rating period; subsequent comments are separated by a semi-colon				
e. APPOINTED DUTIES Insert duties that the individual is on appointment orders for; ex. Unit Prevention Leader; Unit Equal Opportunity Representative; do not put Platoon Sergeant or Squad Leader; add those to principal duty title; counseling dates below; initial within 30 days of start of rating period; within 90 days for subsequent				
1. Counseling dates from checklist/record	INITIAL 990828	LATER 991126	LATER 000222	LATER 000518

- a. **PRINCIPAL DUTY TITLE:** Enter principal duty title based on duty appointment memorandum.
- b. **DUTY MOSC:** Enter DMOS. Five character minimum. Seven if an ASI is required for duty MOS and 9 if a language code is required. NOTE: If DMOS does not require and SQL in the 5<sup>th</sup> digit of the DMOS, a capital letter "O" will be entered, not a number "0", i.e., 98H2O, 33W42, 98G3H. For a complete listing of SQLs and ASIs, refer to Appendix B of this document.
- c. **DAILY DUTIES AND SCOPE:** The duty description should be short and structured to highlight what's important and omit excess verbage. It should provide an accurate description of the NCO's scope of responsibilities, i.e. number of people supervised, amount of equipment and resources managed or handled (include dollars, if known). Leadership positions, like Squad Leader or Platoon Sergeant, should be clearly stated with the Principal Duty Title.
- d. **AREAS OF SPECIAL EMPHASIS:** Areas of special emphasis should be identified during the first counseling session. The areas serve to emphasize those items that need to receive top priority effort or at least during the first part of the rating period. This is another way of letting the rated NCO know what is expected. At the end of the rating period, when it is time to fill out the form, this area should include, and therefore highlight to anyone that reads it, the most important items that applied during the rating period. Examples are: Preparation for SFOR deployment; CIP preparation; training for FTX; develop new computer software for operations section; plan and implement new NCDP. NOTE: When a rated NCO makes a contribution in one or more areas of special emphasis during the rating period, the rater and / or senior



rater should make a comment in Part V. DO NOT CLUTTER THIS BLOCK WITH LONG SENTENCES.

- e. **APPOINTED DUTIES:** Appointed duties represent significant additional demands upon the NCO's time. Thus, they are duties which are not normally associated with the duty position, such as: Equal Opportunity Representative; Unit Prevention Leader; Reenlistment NCO; Master Fitness Trainer. When an NCO makes a contribution in one or more appointed duties during the rating period, the rater and / or senior rater should make a comment in Part V.
- f. **COUNSELING DATES:** The initial and later counseling dates are supplied by the rater from the Counseling Checklist Record. ***If counseling was not accomplished during the rating period, dates will be omitted and the Senior Rater must enter a statement in Part Ve explaining why the counseling was not accomplished.***

#### PART IVa – VALUES / NCO RESPONSIBILITIES

PART IV - VALUES/NCO RESPONSIBILITIES (Rater)			
a. Complete each question. (Comments are mandatory for "No" entries; optional for "Yes" entries.)		YES	NO
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="text-align: center;"> <b>V</b> <b>A</b> <b>L</b> <b>U</b> <b>E</b> <b>S</b> </div> <div style="display: flex; flex-direction: column; align-items: center;"> <div> <b>PERSONAL</b>  <i>Commitment</i>  <i>Competence</i>  <i>Candor</i>  <i>Courage</i> </div> <div> <b>ARMY ETHIC</b>  <i>Loyalty</i>  <i>Duty</i>  <i>Selfless Service</i>  <i>Integrity</i> </div> </div> </div>	1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare.	1	<input checked="" type="checkbox"/>
	2. Is committed to and shows a sense of pride in the unit - works as a member of the team.	2	<input type="checkbox"/>
	3. Is disciplined and obedient to the spirit and letter of a lawful order.	3	<input checked="" type="checkbox"/>
	4. Is honest and truthful in word and deed.	4	<input checked="" type="checkbox"/>
	5. Maintains high standards of personal conduct on and off duty.	5	<input checked="" type="checkbox"/>
	6. Has the courage of convictions and the ability to overcome fear - stands up for and does, what's right.	6	<input checked="" type="checkbox"/>
	7. Supports EO/EEC.	7	<input checked="" type="checkbox"/>
<b>Bullet comments</b> o bullets begin with a small letter o and can be up to 2 lines o yes entries do not require a bullet o no entries must be justified			

DA FORM 2166-7, SEP 87

REPLACES DA FORM 2166-6, OCT 81, WHICH IS OBSOLETE

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IVa – Values are what soldiers, as a profession, judge to be right. They are moral, ethical, and professional attributes of character. They are the heart and soul of a great Army. The rater will answer each question by placing (handwritten or typed) an "X" in either the YES or NO box. Bullet comments are used to explain any area where the rated NCO is particularly strong or needs improvement. Bullet comments are mandatory for NO ratings and must give a clear description of why the value responsibility was rated "NO". Example: "Soldier received two DUIs during rating period" versus "Soldier's conduct was unbecoming".

IVb-f – VALUES/NCO RESPONSIBILITIES. On the left, each responsibility is listed and highlighted by trigger words. For each responsibility, the rater places an X (may be handwritten or typewritten) in one of the four boxes based on the following criteria:

- **EXCELLENCE:** Exceeds the standards; demonstrated by specific example(s) and measurable results; special and unusual, achieved by only a few; clearly better than most others. Examples:
  - Received Physical Fitness Badge
  - Qualified entire squad as expert with M-16 and M-60
  - Awarded the Expert Infantryman Badge (EIB)
- **SUCCESS:** Meets all standards; majority of ratings; fully competitive for schooling and promotion; counseling goal to bring all NCOs to this level. Examples:
  - Shares experiences readily; constantly teaching soldiers
  - Constantly seeking to improve; completed three subcourses during rating period
  - Coached and played on company softball team
  - Established a comprehensive training program for his section
  - His platoon had only one tank on deadline report (for 10 days) during last 11 months
- **NEEDS IMPROVEMENT:** Missed meeting some standard. Examples:
  - Was often unaware of whereabouts of his subordinates
  - Had the highest deadline rate in the company due to apathy
  - Lacks the endurance / stamina to complete company runs
  - Unprepared to conduct formal training on three occasions
  - Failed to meet APFT standards for the two mile run and sit-ups with a total score of 152

IVb-f **BULLET GUIDANCE:** Specific bullet examples are mandatory for excellence or needs improvement ratings. Comments must be entered in “bullet” narrative format adhering to the following rules:

- Short, concise, to the point
- Ideal bullet is 1 line, but no more than 2
- No more than 1 bullet to a line
- Must double-space between bullets
- Best bullets start with action verbs or possessive pronouns (his/her)
- Avoid using NCO’s name or the personal pronouns he/she
- The first bullet in each rating should be the strongest and the bullet that justifies the excellence rating
- Each bullet will be preceded by a small o
- It does not matter how many spaces are after the bullet, whether you start the bullet with a capital letter, use a period at the end of the bullet, or start a second line under the bullet or under the first letter of the first line as long as all bullets are consistent throughout the NCOER

- A specific bullet can be used only once (decide which responsibility the bullet fits best)
- Bullets that relate directly to the NCO's abilities, responsibilities, or reflect something specific that he or she did, convey a very clear picture to selection boards – they tell a story. Generic bullets (comments that could apply to almost all NCOs) do not have value as they show the NCO's adherence to Army values, however, they should be used along with personalized bullets to give a complete picture.
- Do not use exclamation points, excessive capitalization, underlining, or italics in bullet comments.
- Using the abbreviation etc. is not acceptable in a bullet comment
- When using Code and Exercise Names, specify the exercise and communicate what the rated NCO did to make him or her invaluable
- Excellence bullets should be clearly articulated as something above the ordinary, something quantifiable, and accomplished during the rating period. Measure the accomplishment against a quantifiable or qualitative standard.

RATED NCO'S NAME (Last, First, Middle Initial)		SSN	THRU DATE
+ Last, First MI		123-45-6789	0007 +
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b> <small>Specific bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific bullet examples of "SUCCESS" are optional.</small>			
<b>b. COMPETENCE</b> o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence		o thru date above must be entered manual; do not separate year and month with a space o put in specific examples of competence; excellence must be justified o to align bullets that take up two lines, hit enter (return) at end of first line and then put 3 spaces at beginning of second line	
<b>EXCELLENCE</b> <b>SUCCESS</b> <b>NEEDS IMPROVEMENT</b> (Exceeds std) (Meets std) (Some) (Much) <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		APFT PASS 0006 HEIGHT/WEIGHT 72 / 170 YES	
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier		o APFT entry must contain either pass, fail, or profile depending on the NCO's status; if APFT over 1 year old, status as of last unit test o height/weight and YES; if is taped and meets body fat standards entry is still YES; NO if NCO does not meet standard	
<b>EXCELLENCE</b> <b>SUCCESS</b> <b>NEEDS IMPROVEMENT</b> (Exceeds std) (Meets std) (Some) (Much) <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			
<b>d. LEADERSHIP</b> o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do		o needs improvement or excellence ratings must be justified with bullet comments; bullet comments must be quantifiable and measureable o although bullets are optional for success, you will not be doing an NCO any favors by completing an NCOER with no bullets	
<b>EXCELLENCE</b> <b>SUCCESS</b> <b>NEEDS IMPROVEMENT</b> (Exceeds std) (Meets std) (Some) (Much) <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>			
<b>e. TRAINING</b> o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win		o insert bullets that pertain to training the NCO provided for soldiers; training the NCO completed belongs in competence block o if an NCO receives a needs improvement block, he/she cannot be rated as Among the Best	
<b>EXCELLENCE</b> <b>SUCCESS</b> <b>NEEDS IMPROVEMENT</b> (Exceeds std) (Meets std) (Some) (Much) <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>			
<b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b> o Care and maintenance of equip./facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong		o insert bullets that show that the NCO is responsible and capable of taking care of soldiers and equipment o insert bullets that show that the NCO has encouraged and coached soldiers to better themselves	
<b>EXCELLENCE</b> <b>SUCCESS</b> <b>NEEDS IMPROVEMENT</b> (Exceeds std) (Meets std) (Some) (Much) <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			

- Bullet comments are optional when success ratings are given. This was designed to stress that success ratings mean the NCO meets the standards. The best success bullets identify what the rated NCO did during the rating period and deal with specifics related to the NCO's duties and responsibilities. Good NCOs deserve to have their permanent file reflect what they accomplished. Reports with five success box checks and no bullet comments from the rater are hard to interpret by boards. The question arises as to whether the NCO really meets the standards or if the NCO is borderline between success and needs improvement. This makes it difficult and personnel managers to get a true picture of the NCO. Raters should consider the potential effect of submitting an NCOER with no bullets or a success box check with a negative bullet. Ensure that the rating you want to portray is easily understood.
- When writing bullets to support Needs Improvement ratings, the bullets should tell what happened, what the deficiency was, what went wrong, etc. Generic bullets used to support Needs Improvement ratings often look like the rater had a deficiency communicating with the NCO and it's often hard to determine the problem.
- Enclosure 1 contains examples of bullets extracted from NCOER Updates for "Excellence", "Success", and "Needs Improvement" ratings. Review the bullets and take note of the excellence bullet comments which contain specific and measurable results.

IVc. **APFT Data:**

- Enter one of the following APFT entries: "PASS" or "FAIL" and the year and month of the APFT results, or "PROFILE" and year and month the profile was awarded. Example: PASS 9903. These entries will reflect the NCO's status on the date of the most recent APFT administered by the unit within the 12-month period prior to the last rated day of supervision. If the date is older, EREC will need a memorandum stating that this is the most current information available. Entries for APFT and Height/Weight are verified by the Rater.
- See Enclosure 2 for detailed explanation on APFT and Profile entries.
- Excellent ratings based solely on the APFT only require the bullet "Received the Physical Fitness Badge." (Physical Fitness Badge is awarded to soldiers attaining a minimum of 90 points in each event on the APFT). Rating of "Needs Improvement" must reflect actual APFT score.

- Reference cannot be made to the following in Part IV, V, or in any NCOER enclosure:

Allegation	Anything pending	Article 15
Letter of Reprimand	Letter of Admonishment	Flagged
Court Martial	Reduction	Civil Trial
Reenlistment or letter of declination (same as bar)		

- Reference can be made to the following in Part IV, V, or any NCOER enclosure:

Cited for or received a DUI	AWOL	Arrested
Test positive on urinalysis	Apprehended	Incarcerated
Criminal Incident	Fraud	Desertion
Dropped from the rolls		
Violated AR 600-20 (fraternization or similar regulatory compliance)		
Senior rater may recommend / request discharge, separation, or QMP		

## PART V – VALUES / NCO RESPONSIBILITIES

PART V - OVERALL PERFORMANCE AND POTENTIAL									
a. RATER. Overall potential for promotion and/or service in positions of greater responsibility. AMONG THE BEST      FULLY CAPABLE      MARGINAL <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>					e. SENIOR RATER BULLET COMMENTS o senior rater comments should include o recommendations for promotion; ex. promote ahead of peers, promote now, promote with peers o potential for serving in positions of higher responsibility o recommendations for schooling; ex. select for ANCOC now o other bullets that show how well (bad) individual performs				
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. <u>3 positions that correspond to the individual's MOS; refer to AR 611-201 for job progression</u>									
c. SENIOR RATER. Overall performance <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 Successful Fair Poor					d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility. <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 Superior Fair Poor				

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Va. The rater marks a box to indicate the rated NCO's overall potential as follows:

- Among the Best** – NCOs who have demonstrated success and / or excellence; a very good, solid performance and a strong recommendation for promotion and / or service in positions of greater responsibility.
- Fully Capable** – NCOs who have demonstrated success; a good performance, and should sufficient slots be available, a promotion recommendation.
- Marginal** – NCOs who need improvement in one or more areas; do not promote at this time.

Vb. **POSITIONS THE RATED NCO COULD BEST SERVE THE ARMY.** The rater list up to three (at least two) different future duty positions in which the rated NCO could best serve the Army at **the current or next higher grade**.

Therefore, do not recommend a SSG serve as a 1SG or a SGT serve in a position normally identified for junior personnel. Also, a SSG who receives a marginal rating based on poor leadership skills should not be recommended to serve in a higher leadership position; however, the same SSG may have outstanding technical skills and might be recommended for a higher position in the technical arena.

- Part Vc & d – The senior rater marks a block to indicate the rated NCO's overall performance / potential as follows:
  - **Successful / Superior** – A “1” or “2” rating represents a very good, solid performance and is a strong recommendation for promotion; however, a “2” rating is not as good as a “1”. A “3” rating also represents a good performance, and should sufficient slots be available, a promotion recommendation – but however, it is not as good as a “2”
  - **Fair** – A “4” rating represents NCOs who may require additional training / observation and should not be promoted at this time.
  - **Poor** – A “5” rating represents NCOs who are weak or deficient and, in the opinion of the senior rater, need significant improvement or training in one or more areas. Do not promote.

Ve **Senior Rater bullet comments:** Senior rater bullet comments are mandatory and should focus on potential for promotion, higher level schooling, and positions of greater responsibility, but may also address performance, and / or the evaluation rendered by the rater. **Senior rater bullet comments must be clear, concise, and should reflect the senior rater's recommendation to promote the NCO “now”, “ahead of”, or “with peers”, or to “not promote”.** General terms such as “prime candidate for promotion” or “ready for promotion” often leave the panel members to decipher what is meant. A bullet comment, “consider for promotion”, leaves the impression that the soldier has only mediocre backing for promotion. Marginal ratings given by the rater and fair or poor ratings in Part V must be addressed by the senior rater. It is important to enter bullets that correspond to the box checks in Vc and d. Entering a “1” rating for potential but failing to address potential in bullets or entering weak potential bullets degrade the value of the box check. Likewise, a “4” or “5” box check that is not addressed as a deficiency in the bullets sends a confusing signal on the value of the box check. Sometimes, the senior rater would mark a “2” or “3” block and the written bullets would be “promote now” or “promote immediately”. Panel members do not know what the intent is for giving this type of rating. Failure to address potential can send a strong, often unintended, message to a selection board member, e.g., “No bullets must mean this NCO has marginal

potential". A lack of comments on promotion potential may be interpreted as "keep in the same grade". The same bullet narrative rules apply here except the senior rater is not restricted to the use of examples like the rater is in Part IVb-f.

The first senior rater bullet in Ve should be the one addressing promotion potential. As noted above, selection panels need to see a **clear and concise recommendation for promotion, e.g. "promote now", "promote ahead of peers", "promote if room", or "do not promote"**.

**NOTE: When the senior rater does not meet minimum time requirements for evaluation on the rated NCO, he / she will enter the following statement in part Ve:**

o Senior rater does not meet minimum qualifications.

**Parts Vc and Vd will not be completed in this situation.**

## CHAPTER III – REVIEW EXERCISES

This review exercise is designed to help you select and write bullets that truly justify an excellence rating.

### Review Exercise

<b>1</b>	Review the definitions for EXCELLENCE, SUCCESS, and NEEDS IMPROVEMENT. Next review the following requirements for bullet examples use in Part IV of the NCOER.
----------	--

#### ***Bullet examples of Excellence Ratings:***

1. Must exceed standards
2. Must contain specific evidence or results
3. Opinions must be supported by facts
4. Must be special / achieved by only a few

#### ***Bullet examples of Success Ratings:***

1. Must meet standards
2. Must contain what's expected of good NCOs
3. May contain specific results
4. Do not meet one or more of the requirements for an Excellence Rating

#### ***Bullet examples of Needs Improvement Ratings:***

1. Must reflect below standard performance
2. Must be specific

<b>2</b>	Read the example problem below. The one in <b>bold</b> is the only bullet example that truly represents <b>excellence</b> . Look at the reasons to see why.
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#### **Example Problem:**

- a. Kept on top of readiness status of platoon weapons, vehicles, and other equipment
- b. Is the most dedicated NCO I know
- c. Received annual Best Trainer Award from Bde CDR**
- d. Did not regularly counsel subordinates
- e. Instilled the spirit to achieve and win

#### **Reasons:**

- SUCCESS – Not special; expected of all good NCOs
- SUCCESS – Opinion; no facts / specific evidence
- EXCELLENCE – Achieved by only a few; contains facts / evidence**
- NEEDS IMPROVEMENT – Good NCOs counsel regularly
- SUCCESS – Not special; expected of all good NCOs



3	Review the bullets for each NCO responsibility below. The one highlighted in <b>bold</b> for each category is clearly the one that represents <b>excellence</b> .
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### **1. Competence**

- a. Completed two subcourses
- b. Selected as Post NCO of the Quarter**
- c. Accomplished all tasks better than any NCO I know
- d. Knows the job cold

### **2. Physical Fitness & Military Bearing**

- a. Is an excellent runner
- b. Is the sharpest looking NCO in the battalion
- c. Met Infantry School standards for 5-mile run
- d. Received Physical Fitness Badge**

### **3. Leadership**

- a. Demonstrated more care for soldiers than any NCO in company
- b. Sets the example: Be, Know, Do
- c. Selected for membership in Sergeant Audie Murphy Club**
- d. Built 2<sup>nd</sup> Squad into a disciplined, cohesive team

### **4. Training**

- a. Distinguished 1 tank and qualified 3 tanks in platoon on first run of Tank Table VIII**
- b. Made sure soldiers were proficient on CTT and CDR's Eval Tasks
- c. Had best trained platoon in battalion
- d. Shared knowledge and experience with subordinates continually – helped them grow

### **5. Responsibility and Accountability**

- a. His platoon's weapons, equipment, and vehicles were always maintained to standard
- b. His emphasis on safety resulted in 4 tractor trailer drivers logging 10,000 miles accident free**
- c. Had best supply room in the battalion
- d. Knows his soldier's status and helps them solve their problems
- e. Seldom inspected soldiers clothing and equipment

## CHAPTER IV – ROLES FOR RATING OFFICIALS

1. **Rater:** The rater's primary role is that of evaluation, focusing on performance and performance counseling. Rater will:
  - a. Counsel the rated NCO on his or her duty performance and professional development at least quarterly throughout the rating period. Define and discuss the duty description for Part III of the NCOER with the rated NCO during these sessions.
  - b. Prepare a separate DA Form 2166-7-1 for each rated NCO. The form will be used together with a working copy of the NCOER for conducting quarterly performance counseling.
  - c. Assess the performance of the rated NCO using all reasonable means.
  - d. Prepare a fair, correct report evaluating the NCO's duty performance, values / NCO responsibilities, and potential.
2. **Senior Rater:** The senior rater's role is primarily that of evaluation, focusing on potential, over-watching the performance evaluation, and mentoring. Senior rater will:
  - a. Use all reasonable means to become familiar with the rated NCO's performance throughout the rating period. This includes a periodic review of the counseling checklist to ensure initial and quarterly counseling is being accomplished.
  - b. Prepare a fair, correct report evaluating the NCO's duty performance, professionalism, and potential.
  - c. Obtain the rated NCO's signature in Part II of the NCOER. Ensure the rated NCO is aware that his or her signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater.
3. **Reviewer:** The reviewer is responsible for providing rating safeguard and over-watch. He or she may comment only when in disagreement with the rater and / or senior rater. He or she will:
  - a. Ensure that the proper rater and senior rater complete the report.
  - b. Examine the evaluations rendered with known facts. Special care must be taken to ensure the specific bullets support the appropriate "excellence", "success", or "needs improvement" ratings.
  - c. Indicated concurrence or nonconcurrence with the rater and / or senior rater by annotating the appropriate box with a handwritten "X" in Part II and adding an enclosure (not to exceed one page), when the nonconcurrence box is marked.

## **SAMPLE BULLETS EXTRACTED OUT OF PREVIOUS NCOER UPDATES WHICH JUSTIFIED RATINGS MARKED**

This enclosure provides a sample of Excellence, Success, and Needs Improvement NCOER Bullets picked out by EREC and highlighted in recently quarterly NCOER updates as being those bullets that justified the marked rating. This should help a rater in distinguishing between a success, excellence, or needs improvement bullet. Note that excellent bullets should be clearly articulated as something above the ordinary, something quantifiable. Excellent bullets should be demonstrated by specific examples and measurable results, as are the sample ones in this enclosure. The last part of the enclosure contains senior rater bullets highlighted by EREC as example bullets that selection boards like to see. Senior rater bullets need to be clear, concise, and reflect potential for promotion (e.g., promote now, promote immediately; promote with peers, promote if room, or do not promote, etc.) and higher level schooling and positions of responsibility.

NCOER Updates are located on the World Wide Web at the following address:

<http://www.perscom.army.mil/select/ncoer.htm>

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### **EXCELLENCE BULLETS OF THE QUARTER**

- Outstanding supply management oversight resulting in the average order-ship time dropping from 10 days down to 5.8 days
- Arranged and active community relief effort through the MP (Military Postal System) to support the homeless Bosnia refugees
- Her emphasis on safety resulted in the unit having over "364 days" of accident free and DUI related incidents
- A D&C expert who reestablished the brigade drill team, resulting in two of his NCOs being accepted to the All Army Drill Team
- During division warfighter nine of his soldiers earned division commander coins and five earned division CSM coins for their superior technical support
- Served in a SGM position as a MSG while his unit deployed to Kuwait for 11 months returning with no incidents and high morale
- Serves as the point of contact concerning regulated medical waste for a two-state region: a position normally held by a seasoned officer
- Coached the entire environmental science technician staff to achieve nationally recognized certification in food service sanitation
- Selected as Drill Sergeant of the Quarter then went on to be the first female Drill Sergeant of the year for the installation
- Instrumental in his platoon receiving a 98 percent first time pass rate in weapons qualification

- Supervised and trained staff to provide seven separate medical threat briefings to over 1500 soldiers deploying to 13 different countries
- Managed \$1.7 million dollars worth of equipment at four separate worksites on the installation without a single shortfall
- Super attention to detail resulted in 100% accuracy of processing 880 new trainees
- Consistently scores 300 on physical fitness tests
- Passed latest two division level inspections after coming right out of AIT and stepping into the supply sergeant's position
- Completed eight hours toward master's degree while spending over 170 days in different field exercises and unit rotations
- Maintained accountability for over \$8 million worth of section equipment
- Placed in the position of platoon sergeant as junior staff sergeant; her platoon was always number one in company inspections
- Trained several leaders utilizing the train-the-trainer concept that resulted in Reserve Component leaders conducting valuable training to standard
- Selected by the commanding general to serve as the brigade command sergeant major over other senior CSMs
- Prepared six tank companies for an intense qualification gunnery with 95 percent pass rate
- Was the key to battalion receiving \$190,000 for motor pool renovation, establishing the corps standard
- Instrumental in the company receiving the division logistics award three months in a row
- Received Brigade Commander's coin for outstanding maintenance of seven tanks during a Brigade Command Inspection
- Was instrumental in his squad increasing their GT score average from 102 to 116
- His emphasis on safety directly contributed to 177 accident free days during two deployments in Germany
- Trained all six of his mechanics to earn Mechanics Badges while completing over 60 credit hours of military correspondence courses in his off time
- Deployed Battalion on FTX BRIM FROST 99 with temperatures down to – 40 degrees with no cold weather injuries
- Was selected to be installation 1SG over 19 other NCO's senior to her
- Only squad leader in the platoon that had 100% soldier enrollment in college courses with three graduating this fall
- Successfully relocated Brigade's mailrooms from Nuremberg to Bamberg, without loss of any mail service or accountability of mail
- Her squad was always number one in the company in all unit inspections and CTA-50 layouts
- Trained Division NCO of the Year
- Provided expertise that assisted Supply in winning Division Quarterly Supply Award

- His squad area selected as best in Battalion and DISCOM by CG/ADC
- Six out of seven of her soldiers scored 290 or more on the unit APFT
- Received AUSA Award for being selected Soldier of the Quarter
- Instrumental in the 3d Brigade exceeding the recruitment mission by 14 percent
- His guidance produced a MACOM Connelly winner in Best Field Kitchen competition
- His emphasis on care and maintenance of facilities resulted in Mainz being selected DA Community of the Year
- Only NCO in the Battalion to have perfect score at Gunnery
- Won Brigade Commander's Leadership Award
- Trained Forces Command Explosive Ordnance Disposal Team of the Year
- Instrumental in the recovery, accountability, and turn in of 37 tanks left by a previous rotation at NTC
- Clinical instructor for 91BN3 students with a 100% pass rate of all students who have taken the National Certification Exam
- Distinguished honor graduate of the WRAMC Paraprofessional Intensive Care Course Nov 1999
- Flawlessly executed two security missions in support of Operation Desert Fox resulting in squad receiving accolades from 3d Inf Div Commander
- Planned and conducted two land navigation courses which resulted in 100% "Go" for entire platoon
- His emphasis on safety resulted in his squad logging over 5,000 accident free miles during Operation Hot Spot and IA 99-01
- Relentless pursuit of excellence has resulted in 100% qualification for entire squad on all assigned weapons
- Maintained accountability for 8.1 million dollars on six different Property Hand Receipts
- With her proactive involvement, raised her platoon's APFT average from 227 to 268 points
- Selected over 29 other NCOs to serve as the squadron aviation life support officer in addition to his regular duties
- Selected as the Army Physical Fitness award winner for BNCOC class 04-99
- Ensured 100% of military leave and pay transactions were processed exceeding DOD timeliness standards
- Picked as subject matter expert over 11 other NCOs to train Kuwaiti soldiers on the set-up and operation of the FSSP
- Constant belief in 24/7 combat readiness resulted in squad ability to deploy in less than 12 hours in support of a Marne Lighting Exercise

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## **SUCCESS BULLETS OF THE QUARTER**

- Commended by brigade commander for leadership in orchestration of brigade change of command ceremony
- Coordinated with civilian agencies to assist her soldiers in alleviating financial distress
- Orderly room received commendable ratings in seven out of nine rated areas during battalion command inspection
- Selected as acting battalion SGM over four other company first sergeants
- Turned previously unproductive NCO working lunches into effective problem-solving forums
- As company fitness trainer raised company APFT average from 236 to 262
- Outstanding performance as interim platoon sergeant led to permanent selection
- Arranged two musical selections and conducted stage band and 25 member chorus for chancellor of Germany performance
- Coordinated the total fielding plan of 461 SINGARS radios for the entire installation
- Managed the training of over 800 ROTC cadets in squad tactics
- Selected over SFCs in unit to fill the first sergeant's position
- Ensured the battalion's operational readiness rate was always 95 percent or higher for deployments and unit rotations
- Successfully completed the tough and demanding U.S. Army Special Forces Training
- Always exceeded standards on unit inspections by having the best NBC Room in the DISCOM
- Performed duties as 1SG impeccably on four occasions
- Has personally invested much of his own time and resources to improve the dining facility for the soldier's benefit
- Mentored the brigade Soldier of the Quarter and the second runner up for two-quarters
- Her emphasis on maintenance and logistics excellence led her unit to the Army Signal Command Supply of Excellence competition
- As a Small Group Leader his students maintained an academic average of 93% with any failures
- Served as DCSLOG SGM during periods of the SGMs absence
- Training focus resulted in over 98 percent equipment readiness; the highest readiness in over 15 months
- Produced flawless strength and accountability reports; 10 other companies on the installation have adopted his format
- Volunteered off duty time to help train JROTC students
- Takes advantage of unscheduled time to train his section on mission essential tasks

- Raised her GT score from 93 to 114
- Established a C&E maintenance support team for deployment to Bosnia
- Turned a substandard facility into a vibrant workplace through hard work and devotion to the unit
- Her platoon exceeds XVIII Airborne Corps standards for the APFT, the 4 mile run and the 6 mile road march
- Qualified expert on the M240B machine gun and 9MM pistol
- Mentored all team members to qualify expert on all of their assigned weapons
- Platoon NCOIC during the transfer of vehicles and equipment to the 9th Engineer Battalion in Kosovo deployment
- Her squad completed 12 mile road-march in less than 3 hours
- Mentored three soldiers to excel at SSG selection board with them receiving scores over 197
- Executed downed aircraft procedures for five search and rescue missions in Honduras
- Sets the example during daily physical training and unit APFT Evaluations
- Her squad personnel, equipment and billets are always in a high state of readiness
- Created training plan based on the unit METL for the battalion NCO FTX
- Trained and mentored junior leaders to create strongest staff section in the division
- Ran an outstanding Jump Master Qualification Course
- Developed NCO Certification Program for newly assigned Sergeants
- Planned and executed the first annual Brigade "Battle Buddy" Military Stakes Competition
- Coordinated EOD and Chemical Response Teams to an on-site INF Treaty Inspection
- Developed the IG Office Mission Essential Tasks List
- Motivated Postal personnel to perform diligently during an extremely busy Christmas season
- Oversaw recovery from Bosnia deployment, Squadron rotations, and gunnery prep all occurred without accident
- Successfully completed the Contracting Officer's Representative Course
- Developed and executed outstanding company-level decon training during company FTX in OCT 99
- Led the headquarters company to excel over three other companies during the battalion weapons qualification and CTT testing
- Sacrificed personal time after duty to ensure that his soldiers and their families were taken care of during numerous FTX operations
- Responsible for training of newly assigned military and civilian personnel, in the collection of over 380 blood samples daily
- Possesses the mental and physical toughness to accomplish even the most demanding missions over long, sometimes 20 hour days

- Successfully completed the Movement Control Specialist Course and was on the Commandants List
  - Developed and implemented a training matrix that simplified processing for both import and export of POV's
  - Received a commendation for outstanding performance and dedication during a battalion gunnery exercise
  - Selected for TDY assignment in Jordan as part of a diplomatic military mission
  - Supervised a chainsaw crew operating in disastrous conditions with no safety incidents during flood recovery operations
  - Natural leader who motivates soldiers to excel in any mission; they respond with two soldier of the month winners
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### **SENIOR RATER PERFORMANCE AND POTENTIAL BULLETS**

- Must promote to master sergeant on first look
- A dynamic, multifunctional NCO who is sought out for his extraordinary leadership capabilities
- Promote immediately; destined for CSM
- Poised and articulate, this NCO is ready now for positions of increased responsibility
- Totally dedicated to leading, mentoring and caring for soldiers
- Strongly recommend this great NCO leader for assignment at MACOM level or higher
- Promote ahead of peers to sergeant first class; select for ANCOC now
- This field soldier knows how to motivate young inexperienced soldiers to perform; they respond by receiving division commander coins during division warfighter
- Promote now to sergeant first class
- Performed with maturity and leadership skills normally found in a command sergeant major
- Possesses unlimited potential
- An outstanding squad leader even the most unprofessional soldiers follow; this junior NCO is ready for tougher, more challenging responsibilities
- Send to the 1SG course and give her a company to lead
- The finest infantry soldier assigned to my brigade
- Trusted advisor to the division chief of staff
- Brilliant field soldier; this sergeant first class excels at motivating soldiers to go the extra mile at rotations and deployments
- Established systems that created gunnery and maintenance excellence resulting in 98 percent go rate
- Promote now to Master Sergeant
- Send to ANCOC as soon as possible
- Best squad leader in the platoon
- Promote ahead of peers and send to ANCOC



- Select for Drill Sergeant duty; young soldiers need his wisdom and guidance
- Tremendous leadership potential and knowledge that will allow any squad to exceed
- Assign as platoon leader in a demanding TOE unit
- Send to BNCOC when slots are available
- Do not promote at this time
- Send to ANCOC at first opportunity and assign to positions of greater responsibility
- One of the most loyal, competent and motivated noncommissioned officers I have ever observed in four years as a 1SG
- This SSG is ready to excel as a Platoon Sergeant; promote now
- Promote Now to Master Sergeant
- Rated "Best" Wrecker Operator in the Brigade by Commander
- Trained her NBC Teams to win four consecutive quarterly Battalion NBC Competitions
- Unlimited potential; promote ahead of peers
- Send to ANCOC now
- Has the drive and motivation to be an outstanding ISG
- Continue to challenge this NCO with increased responsibility
- Self-starter; promote ahead of peers
- Having the NCO and Soldier of the year validate her outstanding leadership skills
- Personally selected by the Division CSM to become a SGM in the NCO Academy
- Promote now and select for ANCOC immediately
- His impeccable leadership skills demand tough leadership positions
- Promote Now to Master Sergeant
- Select to attend ANCOC now; promote immediately
- Epitomizes the highest standards of a well-rounded professional
- Unlimited potential; this junior NCO is ready for senior NCO responsibility
- Select for SGM; promote ahead of peers
- Top notch NCO who leads from the front
- Placing this NCO in position of greater responsibilities can only benefit the Army
- Unquestionably First Sergeant material; outstanding leader of soldiers
- Superb performer; very loyal; self-starter
- This NCO is a future CSM
- The more responsibility the better; a superb motivator of soldiers
- Send to Drill Sergeant or recruiter school at the earliest opportunity
- Select for Drill Sergeant duty; this soldier is who our newly recruited soldiers need to guide them in the right direction
- Superior NCO, coach, and mentor, must be promoted to Platoon Sergeant now

## HEIGHT, WEIGHT, APFT, AND PROFILE INFORMATION

The following information is provided to assist you in the preparation of personnel evaluations and related administrative data.

**APFT:** Per AR 350-41, para 9-8b91), active duty Army soldiers will take the APFT at least twice each year. A minimum of 4 months are required between record tests. Accordingly, if a soldier does not take a test within 8 months after the previous APFT, he / she will be in the 9<sup>th</sup> month – with 4 months minimum until the next record test, a soldier will not meet the 2 per 12-month standard of the regulation ( $9 + 4 = 13$ ). Medical profiles are an obvious exception (see below).

On the evaluation, the entry for the APFT will reflect the ratee's status on the date of the most recent APFT administered by the unit within the 12 month period prior to the last rated day of supervision (thru month). If a NCO has taken two tests within a year, can they choose which APFT score to use? NO. The entry reflects the NCOs status on the date of the unit's most recent APFT (Remember the Commander can direct an APFT be given to one person; the score can be used as long as the APFT is taken within the rated period and is a RECORD test). If an NCO has a permanent profile and is authorized to take the alternate event test, then the entry must reflect that the NCO completed the APFT, not that they have a profile (comments are also required; see below). The entry will read "PASS YYMM" or "FAIL YYMM" or "PROFILE YYMM".

- Comments are mandatory for an entry of "FAIL". Rating of "Needs Improvement" must reflect actual APFT Score. Example bullet:
  - o Failed to meet APFT standards for the two mile run and sit-ups with a total score of 149.
- Comments on "PROFILE" are mandatory. If an NCO has a profile which prevents them from taking the APFT, a bullet comment is required on how the profile affects their ability to perform their normal duties, not their ability to take the APFT.
- If no APFT within the last 12 months and no profile, the entry is left blank and the rater must explain why.
- For a pregnant soldier, if an APFT was completed prior to pregnancy and within the last 12 months, those results will be entered. If not taken due to pregnancy within last 12 months, the entry will be left blank and the comment "Exempt from APFT requirements according to AR 40-501" will be entered.

Failure to pass the APFT or failure to take the APFT within the required period will result in flagging of the soldier IAW AR 600-8-2, para 1-13. Soldiers who fail consecutive APFT's may face elimination action.

If a soldier receives a profile, the appropriate code must be entered (1, 2, 3, or 4) on the DA Form 3349 in the PUHLES rating. All medical documents pertaining to the type and length of the profile must be given to the Company Training NCO to track APFT exemptions and availability for testing. Soldiers with permanent or extended temporary (more than 90 days) profiles should have the medical authority indicate an alternate APFT, if appropriate. The alternate APFT is entered the same way as the regular APFT on the evaluation – there is no distinction.

**HT/WT:** IAW AR 600-9, Section III, para 20, at a minimum, all soldiers will be weighed-in when they take the APFT or at least every six months.

On the evaluation, enter the rated NCO's height and weight (inches and pounds) respectively as of the unit's last weigh-in. If there is no weigh-in during the period covered by the report, the rater will enter the NCO's height and weight as of the "THRU" date on the NCOER. An entry of "YES" or "NO" will be placed in the space next to the weight to indicate compliance or noncompliance with AR 600-9. Sample entries "72 / 180 YES" or "68 / 205 NO".

- The requirement to enter the bullet "Within body fat standards of AR 600-9" for NCOs who exceed the weight for height screening table, but are within body fat standards for his / her age group, was deleted by MILPER Message 98-044.
- Rater will comment on a "NO" entry, indicating noncompliance with the standards of AR 600-9 in Part IVc. Comments will indicate the reason for noncompliance, however the "NO" entry is still required because medical waivers to weight control standards are not permitted for evaluation purposes. The progress or lack of progress in weight control programs will be indicated.
- For pregnant soldiers, the entry will be left blank and the following statement placed as a comment: "Exempt from weight control standards of AR 600-9"

Soldiers not in compliance with the HT/WT screening tables and body fat standards of AR 600-9 will be flagged and placed in a weight control program. Personnel are required to weigh-in at least monthly to track progress. Failure to maintain progress will result in elimination actions.